

# Tom Billings, BA

MBA (in progress)

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## SENIOR BUSINESS STRATEGIST

*Driving continuous improvement through innovation and integrity ...*



### KEY LEADERSHIP COMPETENCIES

Business Re-engineering | Strategic Planning | Influential Leadership | Operational Management  
Forecasting & Budgeting | Executive Presentations & Negotiations | Relationship Optimization  
Project Management | Training Design & Implementation | Root Cause Analysis | Change Management  
Six Sigma | Lean Manufacturing | Continuous Improvement

### CAREER CHRONOLOGY

**The Coldwell Group** – St. John’s, NFL

**2008 - Present**

*A group of Newfoundland and Labrador owned and operated companies engaged in customized metal fabrication, servicing the offshore, marine, and industrial sectors throughout North America. Approximately 500 employees.*

#### VICE PRESIDENT OF STRATEGIC DEVELOPMENT

Reported to CEO; accountable for the planning and development of strategic frameworks to support organizational strategy. Established objectives, policies, and procedures within overall corporate guidelines.

- ➔ Recruited by CEO to return after downsizing to facilitate a “root cause analysis” session regarding recent organizational re-engineering. Produced “lessons learned” document to support strategic movement.

**Talisman Enterprise Limited** – Moncton, NB

**1996 - 2008**

*With over 15,000 employees, Talisman is a diverse company with operations in Canada and the U.S. Enterprise focus includes: forestry, transportation, shipbuilding and industrial marine, retail, industrial equipment, and consumer products.*

#### DIRECTOR OF CORPORATE STRATEGIC MANAGEMENT (2007 – 2008)

Reporting to VP, Strategic Development and with operating budgets of \$2M, accountable for: leading change on corporate performance management methodology and reporting, Lean Six Sigma corporate deployment program, and strategic alignment framework implementation using Balanced Scorecard. Provided leadership to seven direct/indirect reports.

- ➔ **Conceived** and implemented a continuous improvement initiative for seven companies with combined budget of \$1.6M in costs and a forecasted payback factor of four times.
- ➔ **Led** service company to reduce credit approval cycle by nine days, thereby eliminating lost business opportunities and subsequent sales.

#### MANAGER OF CORPORATE STRATEGIC MANAGEMENT (2006 – 2007)

Reporting to VP, Strategic Development, responsible for corporate implementation of strategy management business information technology solutions. Known as corporate balanced scorecard subject matter expert responsible for implementation and adoption of the Norton/Kaplan methodology.

- ➔ **Implemented** a strategic framework using balanced scorecard model for 700 employees. Achieved more than \$30M in cost cuts, including \$3.5M alone from continuous improvement projects.

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## **CAREER CHRONOLOGY...CONTINUED**

### **BALANCED FOCUS STRATEGY LEADER – CAVENAUGH FARMS, NEWMARKET, PEI (2004 – 2006)**

Reported directly to the General Manager; accountable for departmental strategic planning, execution, and alignment, including project management for a number of key initiatives.

- ➔ **Coached** and championed team of Six Sigma Black Belts. Led several successful projects, one of which resulted in \$1M savings through reduced downtime and more efficient usage of production lines.
- ➔ **Managed** “Cavendish College” project with a budget of \$130K; built and delivered training to educate 400 unionized plant workers on the effects of their actions, upstream and downstream, upon process.

### **PLANT LOGISTICS MANAGER - CAVENAUGH FARMS, PEI (2002 – 2004)**

Reporting to the VP, Operations, provided operational leadership for four distribution warehouses. Held reporting responsibility for purchasing for two facilities as well as production scheduling for all planning from sales forecasting to distribution. Managed \$7.5M budgets and 100 subordinates.

- ➔ **Re-engineered** materials handling processes and procedures which resulted in \$500K savings on an annual \$2M budget.
- ➔ **Renovated** warehouse with \$2M automated pallet storage and retrieval system; recouped costs in less than one year through reduced product damage and manpower requirements, and loading efficiencies.
- ➔ **Negotiated** \$3.5M, four-year fork lift lease contract for four distribution centers. Payback came through elimination of salaries of nine forklift mechanics and increased focus on core business competencies.

### **ISLAND WAREHOUSE MANAGER – CAVENAUGH FARMS, PEI (2000 – 2001)**

Responsible for inventory control and accuracy, product integrity, and material handling efficiencies of distribution warehouse. Managed overhead budget for shipping department and warehouse operations.

- ➔ **Led** automation of 30-year old cold storage warehouse which involved staff of 76, many of whom were computer illiterate. Eliminated eight staff positions, thereby generating a hefty annual savings.
- ➔ **Implemented** custom engineered inventory system within the larger corporate ERP system. Developed training to facilitate transition for all staff.

### **PRODUCTION SUPERVISOR – CAVENAUGH FARMS, PEI (1996 – 1998)**

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## **CONTINUOUS IMPROVEMENT TOOLKIT**

- |                                      |  |
|--------------------------------------|--|
| ➔ Strategy Maps                      | ➔ SWOT Analysis                          |
| ➔ Affinity Diagram                   | ➔ Pareto Chart                           |
| ➔ Fishbone Diagram                   | ➔ Performance Agreement                  |
| ➔ The FIVE WHYS; Root Cause Analysis | ➔ Predictive Index                       |
| ➔ Strategic initiative matrix        | ➔ FMEA – Failure, Mode, Effect, Analysis |

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## COMMUNITY LEADERSHIP ROLE

Dale Carnegie, PEI

**2004 – 2005**

*A training process that empowers participants to reach for performance improvement goals that strengthen interpersonal relations, as well as stress and change tolerance.*

### ASSISTANT BUSINESS COACH

Provided coaching and support to groups of 30 adult participants.

## FORMAL EDUCATION

University of Liverpool, England

**MBA**, Masters of Business Administration

**2008 – Current**

University of Toronto, Canada

**BA**, Bachelor of Arts

**1994**

Université Canadienne En France

**Certificate**, International Business & Languages

**1990**

## RECENT PROFESSIONAL DEVELOPMENT

- ➔ Hoshin Planning: Vision-Driven Leadership for Breakthrough Improvement” Workshop **2007**
- ➔ “Decision based Analytics” Executive Conference **2007**
- ➔ “Lean Six Sigma Champion Training” **2007**
- ➔ “Lean Boost Training” **2007**
- ➔ “Comprehensive Project Management” Procept / University of Toronto **2006**
- ➔ “Performance Management in a Strategy Focused Organization” Workshop **2006**
- ➔ “Innovation in Strategy Execution” Palladium North American Summit San Diego, California **2006**
- ➔ “Strategy Execution: The New Source of Competitive Advantage” Executive Conference **2006**
- ➔ Ivey Leadership Program, Richard Ivey School of Business, University of Western Ontario **2005**
- ➔ “Achieving Breakthrough Results” Balanced Scorecard North American Summit **2005**
- ➔ “Performance Management in a Strategy Focused Organization” Workshop **2005**
- ➔ Professional Development Course in Motivating Teams, University of Prince Edward Island **2005**
- ➔ Dale Carnegie Course **2005**
- ➔ Mapping Strategy Using the Balanced Scorecard, Balanced Scorecard Collaborative **2004**
- ➔ Six Sigma Green Belt & Champion Training, Alignment Strategies Toronto, Ontario **2004**
- ➔ Executive Program: Supply Chain Management, Wilfred Laurier University **2004**

**Strategic Development**

**Process Optimization**

**Performance Management**